



## **(S//SI) Regional Targets' Africa Strategy**

FROM: the SIGINT Communications Team

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(S//SI) In the wake of 9/11, SID needed to quickly construct a SIGINT attack against terrorist targets in the Horn of Africa--an experience that yielded some valuable lessons learned. These lessons have now been applied towards our SIGINT efforts elsewhere on the continent, in the form of SID/Regional Targets' Africa Strategy.

(S//SI) The Strategy builds on the four central lessons learned, which now form the **cornerstones of a SIGINT strategy**. These include the need to:

- **collaborate** (with CIA, the Commands, GRSOC, 2nd/3rd Parties, and carefully selected African governments),
- **smartly allocate scarce resources** (by focusing resources temporarily on crisis and pre-emergent hot spots),
- **augment the linguistic/analytic workforce** (using contractors as a force multiplier/teaming with host nation linguists), and
- **improve agility** through SIGINT development and training.

The Strategy focuses Regional Targets' Sub-Saharan Africa Division on how best to protect American lives, property, and national interests in Africa by responding to a wide spectrum of customer Intelligence Needs. It takes into account numerous factors, such as prospects for cooperating with other governments and potential new sources of collection sponsored by the European Command (EUCOM).

(S//SI) The post-9/11 surge against terrorist-related targets on the Horn has now become manageable--this has freed up some analysts and linguists to look at the "rest of Africa." NSA managers have done predictive analysis and held planning sessions with SINIOs and customers to help them make informed decisions in positioning these personnel. The Division's organizational structure is now flatter than in the past, with few managers and every available linguist and analyst working some part of the SIGINT production cycle. The workforce is organized regionally, with resources allocated according to the needs of the Global War on Terrorism. Analysts engage various elements of the Extended Enterprise and external organizations to help produce SIGINT-- the Division is eager to collaborate with any partner who can fill a gap or enhance effectiveness.

(S//SI) The Africa Plan is being implemented within the Division by internally staffed Focus Groups formed around the "cornerstones" mentioned above. These Focus Groups generate ideas and actions and help the Division stay aggressive. It is entirely possible that these focus groups will morph into quasi-managerial units from which Division-wide guidance and tasking will originate. Want to know more about this Strategy, or get a status update on its implementation? Contact [REDACTED] ([REDACTED]@nsa) or [REDACTED] ([REDACTED]@nsa) on [REDACTED] s.

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